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# personnel information letter

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a balance between  
agency requirements and the individual

VOLUME 1

JUNE

SERIES 2

## LET US LEGISLATE

LEGISLATIVE ACTIVITY IN THE PERSONNEL MANAGEMENT FIELD HAS CONTINUED TO EMPHASIZE THE BENEFITS AREA. SOME OF THE PROPOSALS UNDER CONSIDERATION WHICH SHOULD BE OF INTEREST TO AGENCY PERSONNEL ARE SUMMARIZED BELOW.

### HOME LEAVE

A BILL HAS BEEN DRAFTED BY THE ADMINISTRATION WHICH WOULD EXTEND TO AGENCY PERSONNEL AND OTHER FEDERAL EMPLOYEES SERVING CONSECUTIVE OVERSEAS TOURS SUBSTANTIALLY THE SAME HOME LEAVE BENEFIT AS IS NOW PROVIDED FOR FOREIGN SERVICE EMPLOYEES. IT IS POSSIBLE THAT THIS PROPOSAL WILL BE FAVORABLY CONSIDERED DURING THE PRESENT SESSION OF CONGRESS.

### HEALTH AND MEDICAL SERVICES FOR PERSONNEL SERVING OVERSEAS

THE WHITE HOUSE PERSONNEL TASK FORCE HAS DRAFTED A BILL PROVIDING COMPREHENSIVE HEALTH AND MEDICAL SERVICES TO PERSONNEL SERVING OVERSEAS. BRIEFLY, THE PROPOSAL WOULD PROVIDE FOR MOST CASES OF ILLNESS OR INJURY OF PERSONNEL SERVING OVERSEAS AND OF THEIR FAMILIES. DRAFTS OF THE BILL HAVE BEEN INFORMALLY COORDINATED WITH DEPARTMENTS AND AGENCIES CONCERNED AND IT IS EXPECTED THAT FORMAL COORDINATION BY THE BUREAU OF THE BUDGET WILL TAKE PLACE SOON. IT IS QUESTIONABLE WHETHER THIS BILL WILL BE INTRODUCED IN SUFFICIENT TIME FOR CONGRESSIONAL ACTION DURING THIS SESSION.

### RETIREMENT

NUMEROUS AMENDMENTS TO THE RETIREMENT ACT HAVE BEEN SUGGESTED. MANY OF THEM ARE DIRECTED TOWARD ADJUSTMENT OF INEQUITIES IN THE EXISTING LAW. IT IS GENERALLY BELIEVED THAT NO SUBSTANTIAL CHANGE IN THE SYSTEM WILL BE ENACTED UNTIL FINAL ACTION IS TAKEN ON THE COMPREHENSIVE STUDY CONDUCTED BY THE KAPLAN COMMITTEE, WHICH WAS CREATED BY CONGRESS TO STUDY THE ENTIRE AREA OF RETIREMENT AND SOCIAL SECURITY BENEFITS FOR FEDERAL PERSONNEL. HOWEVER, IT IS ANTICIPATED THAT SOME OF THE PROPOSED ADJUSTMENTS MAY BE FAVORABLY CONSIDERED.

### ALLOWANCES

THE RECENTLY ENACTED FOREIGN SERVICE AMENDMENTS OF 1955 AUTHORIZE THE GRANT OF EDUCATIONAL AND HOME TRANSFER ALLOWANCES TO FOREIGN SERVICE PERSONNEL. IN BRIEF, THE

FOLLOWING ALLOWANCES ARE AUTHORIZED: (1) PAYMENT OF UNUSUAL AND NECESSARY EXPENSES INCURRED BY OVERSEAS EMPLOYEES IN DEFRAYING THE COSTS OF AN ADEQUATE ELEMENTARY AND SECONDARY EDUCATION FOR THEIR DEPENDENTS (ON A BASIS COMPARABLE TO U. S. STANDARDS); (2) EDUCATIONAL TRAVEL GRANTS TO THE U. S. IN ORDER THAT DEPENDENTS CAN OBTAIN HIGH SCHOOL AND COLLEGE EDUCATION; AND (3) PAYMENT OF NECESSARY EXPENSES IN TRANSFERRING TO THE U. S. FROM A FOREIGN POST.

IT APPEARS THAT THE DIRECTOR CAN AUTHORIZE SOME OR ALL OF THESE ALLOWANCES UNDER AUTHORITIES CONTAINED IN THE CENTRAL INTELLIGENCE AGENCY ACT OF 1949. MOREOVER, THERE IS NOW PENDING IN THE CONGRESS A BILL, ENTITLED THE OVERSEAS ALLOWANCES ACT OF 1955, WHICH WOULD AUTHORIZE COMPARABLE ALLOWANCES FOR AGENCY PERSONNEL.

THE AGENCY IS CURRENTLY ASSESSING THE LEGAL IMPLICATIONS AND POLICY CONSIDERATIONS INVOLVED IN GRANTING EDUCATIONAL AND HOME TRANSFER ALLOWANCES - EITHER BY ADOPTION OF THE FOREIGN SERVICE AMENDMENTS OR BY THE AGENCY'S COVERAGE UNDER THE OVERSEAS ALLOWANCES BILL IN THE EVENT OF ITS ENACTMENT. WHEN THESE DETERMINATIONS HAVE BEEN MADE, THEY WILL BE ANNOUNCED IN APPROPRIATE AGENCY ISSUANCES.

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### PUBLIC LAW 53

(AN AMENDMENT TO THE CIA ACT OF 1949)

WHAT IS IT? A CONGRESSIONAL AUTHORIZATION TO THE DIRECTOR OF CENTRAL INTELLIGENCE TO EMPLOY NOT MORE THAN 15 RETIRED OFFICERS OR WARRANT OFFICERS OF THE ARMED SERVICES.

WHY IS IT NECESSARY? AN 1894 LAW MADE IT ILLEGAL TO EMPLOY SUCH RETIRED OFFICERS AS CIVILIANS ON THE BASIS THAT THEY WERE "HOLDING AN OFFICE" UNDER THE FEDERAL GOVERNMENT AND HISTORICALLY ONE PERSON MAY HOLD ONLY ONE OFFICE (WITH CERTAIN MINOR EXCEPTIONS) WHERE PAID FROM U. S. FUNDS. ARE ALL RETIRED OFFICERS EXCLUDED? NO. RETIRED OFFICERS FALL IN 3 BROAD CATEGORIES: A. THOSE RETIRED FOR LENGTH OF SERVICE; B. THOSE RETIRED WITH A SERVICE-CONNECTED DISABILITY (HEART TROUBLE, ETC.); C. THOSE RETIRED WITH A COMBAT-INCURRED DISABILITY. RETIRED OFFICERS IN CATEGORIES B. OR C. MAY BE EMPLOYED WITHOUT REGARD TO THE 1894 LAW. ONLY OFFICERS IN CATEGORY A. REQUIRE THE PL53 EXEMPTION TO BE EMPLOYED. RETIREMENT ORDERS CLEARLY SPECIFY THE CATEGORY INVOLVED.

(CONTINUED ON PAGE 5)

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AN OVERSEAS PERSONNEL OFFICER WAS ASKED ...

"WHY WAS I INSTRUCTED BY HEADQUARTERS THAT MY SLOT AND MY JOB WAS 'SUCH AND SUCH' AND NOW FIND MYSELF ASSIGNED TO SOMETHING ELSE UPON ARRIVAL OVERSEAS? WHAT CAN I DO ABOUT IT?"

"WHEN WILL A HOUSE BE AVAILABLE, AND WHEN CAN MY FAMILY JOIN ME?"

"I WAS TOLD A PROMOTION WOULD BE FORTHCOMING UPON ARRIVAL OVERSEAS. HOW ABOUT IT?"

"WHAT DO YOU HAVE IN THE WAY OF INFORMATION ABOUT INSURANCE?"

"HOW ABOUT SCHOOLING, TRANSPORTATION, AND SHOPPING FACILITIES? HOW DO WE HIRE A MAID? CAN MY WIFE WORK?"

A YOUNGISH DRAFT ELIGIBLE OR ENLISTED MAN MAY ASK: "WHY CAN'T I BE DOCUMENTED AS A GS-7 SO THAT I CAN JOIN THE OFFICER'S CLUB?" A BRIGHT GS-9 WILL SAY: "HOW ABOUT GS-12 DOCUMENTATION FOR MY TEMPORARY DUTY TRAVEL ORDERS?"

"IF I RETURN TO THE Z1 BY GOING THE 'LONG WAY AROUND' WHAT MUST I PAY OUT OF MY OWN POCKET? WILL I BE REIMBURSED THE DIFFERENCE BETWEEN FIRST CLASS AND ACTUAL COST IF TRAVEL IS ACCOMPLISHED BY FREIGHTER?"

"WHERE ARE MY HOUSEHOLD EFFECTS? HOW ABOUT MAKING ANOTHER 'FOLLOW UP' ON THE WHEREABOUTS OF MY CAR."

A CONTRACT EMPLOYEE ASKS: "WHY DO THEY (THE GS-5 AND GS-6 TYPISTS AND STENOS) RECEIVE MORE PAY THAN I? WHO WORKS HARDER, HAS MORE EXPERIENCE, AND PRODUCES MORE? AND BY THE WAY, I UNDERSTAND STATION Z ALLOWS THEIR CONTRACT WIVES UP TO A GS 7. THIS STATION HAS A GS-5 CEILING."

"CAN YOU GIVE ME ANY INFORMATION ABOUT RETIREMENT? DO WE HAVE TO PAY OUR OWN TAXES? WHY HAVEN'T I RECEIVED MY IN GRADE? PLEASE FOLLOW UP ON THAT TODAY."

"WILL I HAVE AN ASSIGNMENT WHEN I RETURN HOME? I UNDERSTAND THAT RETURNEES STILL WALK THE HALLS!!! HOW ABOUT IT?"

"HAVE BEEN LOOKING THE CAREER SERVICE STAFF NOTICE OVER. ARE THERE ANY BENEFITS? ALL I SEE HERE ARE OBLIGATIONS."

THE ABOVE QUESTIONS REPRESENT A FEW OF THE TYPICAL PROBLEMS CONFRONTING THE OVERSEAS PERSONNEL OFFICER. AS ONE MAY INFER HE HANDLES MANY ITEMS OF A GENERAL ADMINISTRATIVE NATURE, PERSONNEL DUTIES REMAINING AS THE PRINCIPAL FUNCTION. SOME OF THE QUESTIONS POSED ABOVE MAY BE HANDLED BY REFERENCE TO THE [REDACTED] REGULATIONS AVAILABLE, SOME BY THE PERSONNEL OFFICER'S OWN EXPERIENCE, AND SOME QUESTIONS BY THE FEDERAL PERSONNEL MANUAL. TOO OFTEN, IN THE PAST, IT HAS BEEN NECESSARY TO CONTACT OTHER U. S. DEFENSE DEPARTMENTS OVERSEAS FOR ANSWERS TO TECHNICAL PERSONNEL QUESTIONS. THE OFFICE OF PERSONNEL IS WORKING STEADILY TOWARD PLACING IN OVERSEAS AREAS ALL REQUIRED POLICIES, PROCEDURES, STANDARDS, AND INFORMATION OF GENERAL INTEREST. THE PERSONNEL OFFICER GOING OVERSEAS MUST BE CAPABLE OF "MAKING-DO" AND RELYING ON HIS OWN RESOURCEFULNESS AGAINST THE TIME WHEN WE HAVE OUR [REDACTED]

MEMO FROM THE DESK  
OF HARRISON G. REYNOLDS

EVERYONE HAS TO TELL OTHERS WHAT TO DO NOW AND THEN. GIVING ORDERS IS AN ART. ORDERS ARE FAULTY.....

- 1) IF THEY'RE VAGUE.....
- 2) OR APOLOGETIC.....
- 3) OR SHOUTED.....
- 4) OR BELITTling.....
- 5) OR UNFRIENDLY.

KNOWING HOW TO GIVE ORDERS IS AN ACQUIRED SKILL. IT TAKES PRACTICE, APPRECIATION OF DIPLOMACY AND RESPECT FOR OTHERS. BUT IT DEFINITELY PAYS OFF IN INCREASED EFFICIENCY AND MORE CORDIAL RELATIONSHIPS.

#### CHOOSE

ANY OF THE ARTICLES LISTED BELOW. THEY WERE ESPECIALLY SELECTED TO COMPLEMENT THE EFFORTS OF THE PERSONNEL LECTURE SERIES, AND TO PROVIDE ADDITIONAL INFORMATION IN REGARD TO YOUR DAILY WORK.

- 1) "A PLAN FOR SPOTTING CLERICAL WASTE", THE MANAGEMENT REVIEW, MARCH 1955 - MRS. [REDACTED] x2901 25X1A
- 2) "IS PERSONNEL MANAGEMENT A PROFESSION?", THE MANAGEMENT REVIEW, APRIL 1955, P238 - MRS. [REDACTED] x2901 25X1A
- 3) "NON-FINANCIAL INCENTIVES", PERSONNEL JOURNAL, JANUARY 1955, P268 - MRS. [REDACTED] x8129 25X1A
- 4) "CURRENT LEGISLATIVE AND ADMINISTRATIVE ISSUES IN PERSONNEL ADMINISTRATION", ADDRESS BY THE HONORABLE PHILIP YOUNG TO THE SPA CONFERENCE, 11 MAY 1955, MRS. [REDACTED] x8129 25X1A
- 5) "THE SUPERVISOR'S JOB: A SURVEY", PERSONNEL, MARCH 1955 - MRS. [REDACTED] x2535 25X1A
- 6) "THE GOVERNMENT PERSONNEL SYSTEM", CIVIL SERVICE COMMISSION PERSONNEL MANAGEMENT SERIES #4, P4 MRS. [REDACTED] x2144 25X1A

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HOOPER COMMISSION RECOMMENDATIONS  
(CONTINUED FROM THE LAST ISSUE)

7. THE CONGRESS SHOULD AUTHORIZE AND THE PRESIDENT ESTABLISH A SENIOR CIVIL SERVICE COMPOSED OF HIGHLY QUALIFIED, POLITICALLY NEUTRAL CAREER ADMINISTRATORS NOMINATED BY THEIR EMPLOYING AGENCIES AND APPOINTED AFTER A CAREFUL SELECTION BY A BIPARTISAN SENIOR CIVIL SERVICE BOARD WITH THE CONSENT OF THE PRESIDENT, TO SERVE IN POSITIONS AGREED UPON BY THE BOARD AND EMPLOYING AGENCY. SUCH SENIOR CIVIL SERVANTS SHOULD HAVE STATUS, RANK, AND SALARY VESTED IN THEM AS INDIVIDUALS SO THAT THEY MAY BE EMPLOYED IN A FLEXIBLE MANNER IN CAREER POSITIONS THROUGHOUT THE FEDERAL SERVICE.

8. AGENCIES SHOULD DELEGATE PERSONNEL AUTHORITY TO LOWER OPERATING LEVELS.

9. THE PRESIDENTIAL ADVISOR ON PERSONNEL MANAGEMENT SHOULD BE EMPOWERED TO EXAMINE THE OPERATIONS OF ALL PERSONNEL SYSTEMS. TRUE INDEPENDENT MERIT SYSTEMS OUTSIDE THE REGULAR CIVIL SERVICE SHOULD BE RECOGNIZED AND CERTIFIED AS SUCH BY THE PRESIDENT.

PERSONS WHO HAVE SERVED SATISFACTORILY IN A RECOGNIZED FEDERAL MERIT SYSTEM OUTSIDE THE CIVIL SERVICE SHOULD RECEIVE STATUS AND THEREBY BE ELIGIBLE FOR TRANSFER TO A COMPETITIVE JOB UNDER THE CIVIL SERVICE ACT. CORRESPONDINGLY, LEGISLATION GOVERNING PERSONNEL SYSTEMS OUTSIDE THE CIVIL SERVICE LAWS SHOULD BE MODIFIED TO PERMIT PERSONS WITH CIVIL SERVICE STATUS RECIPROCAL RIGHTS UNDER OTHER CERTIFIED MERIT SYSTEMS.

10. THE CIVIL SERVICE RULES ESTABLISHING THE SCHEDULES OF POSITIONS EXEMPTED FROM THE COMPETITIVE CIVIL SERVICE SHOULD BE MODIFIED TO PROVIDE FOR FOUR SCHEDULES AS FOLLOWS:

SCHEDULE A: ALL POSITIONS WHICH, FROM TIME TO TIME, THE CIVIL SERVICE COMMISSION DETERMINES IT IS NOT PRACTICABLE TO FILL BY EXAMINATIONS, EITHER COMPETITIVE OR NON-COMPETITIVE.

SCHEDULE B: ALL POSITIONS WHICH THE CIVIL SERVICE COMMISSION DETERMINES IT IS NOT PRACTICABLE TO FILL BY COMPETITIVE EXAMINATIONS.

SCHEDULE C: ALL POSITIONS WHICH THE PRESIDENT, ON NOMINATIONS BY DEPARTMENT OR AGENCY HEADS, EXEMPTS FROM THE COMPETITIVE CIVIL SERVICE ON AN INDEFINITE BASIS BECAUSE THE INCUMBENTS PERFORM DUTIES OF A PERSONAL AND CONFIDENTIAL NATURE.

SCHEDULE D: ALL POSITIONS WHICH THE PRESIDENT ON NOMINATION OF DEPARTMENT OR AGENCY HEADS, EXEMPTS FROM THE COMPETITIVE CIVIL SERVICE BECAUSE OF THE POLICY MAKING NATURE OF THEIR FUNCTIONS.

11. THE PRESENT PERFORMANCE RATING SYSTEM SHOULD BE ABOLISHED AND A NEW SYSTEM ESTABLISHED UNDER WHICH THE SUPERVISOR REPORTS AT LEAST ONCE A YEAR ONLY ON THOSE EMPLOYEES WITH POTENTIAL CAPACITY FOR FURTHER DEVELOPMENT AND HIGHER RESPONSIBILITIES, EMPLOYEES DESERVING MERITORIOUS AWARDS, EMPLOYEES MISCAST IN THEIR PRESENT ASSIGNMENTS AND WHO SHOULD BE REASSIGNED OR RETRAINED FOR OTHER WORK, EMPLOYEES UNDESERVING OF PERIODIC PAY INCREASE BECAUSE OF UNSATISFACTORY SERVICE AND EMPLOYEES REQUIRING DISMISSAL.

12. A VETERAN'S SPECIAL RIGHT TO APPEAL TO THE CIVIL SERVICE COMMISSION SHOULD BE LIMITED TO THE FIRST FIVE YEARS AFTER APPOINTMENT TO THE SERVICE.

WHEN THE COMMISSION ACCEPTS APPEALS, IT SHOULD CONFINE ITS REVIEW TO A DETERMINATION AS TO (1) COMPLIANCE ON THE PART OF THE AGENCY WITH THE PROCEDURAL SAFEGUARDS PROVIDED BY THE LAW; (2) WHETHER THERE IS SOME EVIDENCE TO SUPPORT THE DECISION WHICH THE EMPLOYEE IS APPEALING. IT SHOULD RULE IN FAVOR OF THE AGENCY HEAD UNLESS THERE IS CLEAR EVIDENCE OF BAD FAITH ON THE PART OF THE AGENCY HEAD. TOWARD THE APPELLANT OR FAILURE TO MEET PROCEDURAL REQUIREMENTS.

ON MAY 11, 1955, AT THE ANNUAL SOCIETY FOR PERSONNEL ADMINISTRATION CONFERENCE HELD AT THE STATLER HOTEL, WASHINGTON, D. C., DR. GEORGE GRAHAM, STAFF DIRECTOR, HOOPER COMMISSION TASK FORCE ON PERSONNEL AND CIVIL SERVICE, MR. JAMES R. WATSON, EXECUTIVE DIRECTOR, NATIONAL CIVIL SERVICE LEAGUE, AND MR. FRANCIS BRASSOR, EXECUTIVE SECRETARY, COMMISSION ON ORGANIZATION OF THE EXECUTIVE BRANCH, DISCUSSED THE REPORTS OF THE HOOPER COMMISSION IN A PANEL SESSION.

PRESENT SUPERVISORY ABILITY IN GOVERNMENT

THE DISCUSSION WAS LIMITED TO ONLY A FEW OF THE SALIENT FEATURES OF THE TASK FORCE REPORT. MR. WATSON SUGGESTED THAT THE CENTRAL THEME OF THE REPORT EVOLVED ABOUT THE FACT THAT IN GOVERNMENT AT THE PRESENT TIME, THERE IS GENERALLY NO QUESTION ABOUT THE TECHNICAL COMPETENCE OF SUPERVISORS OR LINE SUPERVISORS, BUT THESE SUPERVISORS LACK IN MANY CASES THE ABILITY TO DEAL EFFECTIVELY WITH THEIR SUBORDINATES.

SENIOR CIVIL SERVICE

DR. GRAHAM FELT THAT OF THE CHANGES ADVOCATED BY THE TASK FORCE REPORT, THE FIRST TO BE INCORPORATED BY THE GOVERNMENT SHOULD BE THE ADOPTION OF THE SENIOR CIVIL SERVICE. HE EMPHASIZED THAT THE ESTABLISHMENT OF SUCH A SERVICE DOES NOT AT ALL INFER THE CREATION OF AN ELITE AND RESTRICTED BODY OF PEOPLE, BUT RATHER IT WOULD BE A GROUP WHO WOULD ADD STATURE TO THE CAREER SERVICE, BECAUSE THEY WOULD BE EMBLEMATIC OF THE FINEST AND MOST CAPABLE PEOPLE IN GOVERNMENT. THE SELECTION PROCEDURE TO BE CONDUCTED BY A SERIES OF PANELS WOULD INSURE THAT EACH MEMBER MEETS THE RIGID QUALIFICATION STANDARDS NECESSARY FOR MEMBERSHIP.

EXECUTIVE DEVELOPMENT TRAINING

MR. WATSON STATED THAT THUS FAR THE TRAINING OF EXCEPTIONAL EMPLOYEES FOR ADVANCED MANAGEMENT RESPONSIBILITY, AS ENDORSED BY THE TASK FORCE REPORT, HAS MET WITH ONLY A LUKE WARM RECEPTION, BUT THAT THE ACCEPTANCE OF THIS PROGRAM OUT OF NECESSITY WAS ASSURED.

ESTABLISHMENT OF A DIVIDING LINE

AN ISSUE OF INCREASING PRECEDENCE, THOUGHT DR. GRAHAM, IS THE IMMEDIATE NECESSITY FOR THE ESTABLISHMENT OF A DIVIDING LINE BETWEEN THE POLITICALLY APPOINTED JOBS IN GOVERNMENT AND THOSE TO BE HELD BY CAREER-MINDED INDIVIDUALS. IF THIS PRACTICE IS NOT INCORPORATED SOON, THEN THERE WILL BE NO GUARANTEE THAT SUCCEEDING ADMINISTRATIONS WILL NOT MAKE FURTHER ENCROACHMENT INTO THE RANKS OF THE CAREER SERVICE.

CAREER SERVICE FOR ATTORNEYS IN GOVERNMENT

MR. BRASSOR STRONGLY URGED THAT THE SUGGESTION BY THE TASK FORCE THAT A CAREER SERVICE FOR LAWYERS IN GOVERNMENT BE ADOPTED. THIS PROGRAM WOULD BE ADMINISTERED BY THE DEPARTMENT OF JUSTICE. AT PRESENT, THERE ARE 5,300 ATTORNEYS IN THE EXECUTIVE BRANCH OF GOVERNMENT, EXCLUSIVE OF THE DEPARTMENT OF DEFENSE. THE DEPARTMENT OF JUSTICE CARRIES 1,721 ATTORNEYS ON THEIR ROSTERS, WHILE THE DEPARTMENT OF DEFENSE HAS 3,000 UNIFORMED LAWYERS AND 1,300 ADDITIONAL CIVILIAN ATTORNEYS.

THE PANEL WAS IN AGREEMENT WITH THE PRINCIPLE THAT THE GOVERNMENT MUST NOT LET THE FINDINGS OF THE HOOPER COMMISSION DIE, BUT MUST BEGIN INSTITUTING THE RECOMMENDED CHANGES.

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# KEYNOTE--THE IMPORTANCE OF PEOPLE

(AN ADDRESS BY SENATOR HUBERT HUMPHREY BEFORE THE ANNUAL CONFERENCE OF THE SOCIETY FOR PERSONNEL ADMINISTRATION, MAY 11-12, 1955, WASHINGTON, D. C.)

AS THE POLITICIAN REALIZES THE IMPORTANCE OF PEOPLE, SO SHOULD THE PERSONNEL ADMINISTRATOR - WITHOUT PEOPLE, THESE JOBS WOULD NOT EXIST. THIS IS THE THEME THAT PERMEATED SENATOR HUBERT HUMPHREY'S REFLECTIONS ON PERSONNEL MANAGEMENT IN ITS PRESENT STAGE OF DEVELOPMENT.

INTRODUCING HIS REMARKS WITH A PERSONAL DEFINITION OF DEMOCRACY, THE SENATOR SAID: THE PRIME PURPOSE OF GOVERNMENT, IN A DEMOCRATIC SOCIETY, IS TO SERVE THE PEOPLE. THE DIGNITY AND IMPORTANCE OF THE INDIVIDUAL, IN THE EYES OF THE GOVERNMENT, IS WHAT MAKES THAT GOVERNMENT DEMOCRATIC, NOT THE MATERIAL THINGS WHICH IT MAY BE ABLE TO PROVIDE. THE BASIS OF AMERICAN GOVERNMENT IS A SYNTHESIS OF SPIRITUAL AND POLITICAL FACTORS, HISTORICALLY RECOGNIZING THAT "FINE LINE OF COMMUNICATION WITH THE INFINITE" WHICH CHARACTERIZES THE INDIVIDUAL GOVERNED.

A SUGGESTION THAT THE TERMINOLOGY "PERSONNEL MANAGEMENT" BE DROPPED WAS ANOTHER POINT MADE BY THE SENATOR. IN HIS OPINION THESE WORDS SIGNIFY AN IMPERSONAL, DISCIPLINARY FUNCTION, IMPLYING THAT PEOPLE MUST BE "HANDLED". THE CORRECT APPROACH SHOULD BE ONE OF SUPERVISION, DESIGNED TO DRAW OUT THE BEST THAT AN INDIVIDUAL HAS WITHIN HIM. IN LINE WITH THIS POINT OF VIEW, THERE SHOULD BE AN EMPHASIS UPON ENCOURAGING INDIVIDUALITY - AN ENCOURAGEMENT OF "RESPECTFUL DIVERSITY". FINALLY, THE SENATOR FROM MINNESOTA CRITICIZED THE CURRENT EMPHASIS IN THE UNITED STATES UPON WHAT HE TERMED "EFFICIENCY TALK". THE ONLY WAY TO OBTAIN TRUE EFFICIENCY IS BY ATTAINING JOB SATISFACTION FOR THE INDIVIDUAL WORKER. ENABLING HIM TO ATTAIN THIS SHOULD BE THE GOAL OF PERSONNEL. THE PERSONNEL ADMINISTRATOR MUST BE READY TO "RISK HIS NECK" IF NEED BE TO OBTAIN FAIR TREATMENT FOR HIS PEOPLE. OVEREMPHASIS UPON EFFICIENCY CAN LEAD TO DISREGARD OF A WORKER'S PERSONAL OR WORK-RELATED PROBLEMS AND DISSATISFACTIONS, WHICH ARE THE BASIC CAUSE OF INEFFICIENCY.

IN ADDITION TO THESE COMMENTS DIRECTLY CONCERNING PERSONNEL ADMINISTRATION, SENATOR HUMPHREY DISCUSSED SEVERAL CURRENT TRENDS AFFECTING THE AMERICAN PUBLIC SERVICE. A DANGER TO THE "CAREER CONCEPT" IS INHERENT IN THE CHANGE-OVER FROM ONE ADMINISTRATION TO ANOTHER. THE "FINE LINE" BETWEEN POLITICAL JOBS AND CAREER POSITIONS SHOULD BE DETERMINED JOINTLY BY THE MAJOR POLITICAL PARTIES. ANOTHER PROBLEM IS THE NECESSITY FOR A GOVERNMENT-WIDE COORDINATION OF THE SECURITY PROGRAM. AT PRESENT, IT WAS STATED, NO SUCH PROBLEM EXISTS; THERE ARE NO BASIC CRITERIA OR AGREEMENTS BETWEEN AGENCIES. THIS LACK OF STANDARDS HAS CREATED A LOWERED RESPECT AND DESIRE FOR FEDERAL EMPLOYMENT ON THE PART OF THE POTENTIALLY EMPLOYABLE PUBLIC. SUCH A SITUATION IS ESPECIALLY HARMFUL WHEN IT IS REMEMBERED THAT THE FEDERAL GOVERNMENT HAS A GREAT NEED FOR EMPLOYEES, BUT CANNOT COMPETE WITH THE SALARY LEVEL MAINTAINED BY PRIVATE INDUSTRY IN CERTAIN CRUCIAL FIELDS.

IN CONCLUSION, HOWEVER, THE SENATOR WAS ABLE TO NOTE TWO ENCOURAGING TRENDS IN THE PUBLIC SERVICE. THE "HIGH WATER MARK" OF FEAR AND DISTRUST, CHARACTERISTIC OF AMERICAN POLITICS OVER THE PAST FIVE YEARS, IS APPARENTLY PASSED, AND DISCRIMINATION IN EMPLOYMENT IS NO LONGER ACCEPTED. ADHERENCE TO THE LATTER POINT IS IMPORTANT WITH RESPECT TO OUR INTERNATIONAL REPUTATION - THE UNITED STATES MUST SET A "GOOD EXAMPLE".

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# HOW GOOD IS IT?

## MEASURING THE EFFECTIVENESS OF A PERSONNEL PROGRAM

CHAIRMAN: DR. WILLIAM G. TORPEY, PERSONNEL OFFICER, NAVAL RESEARCH LABORATORY, WASHINGTON, D. C.  
PANEL MEMBERS: W. E. MCCARTHY, ASSISTANT PERSONNEL DIRECTOR, THE PORT OF NEW YORK AUTHORITY, NEW YORK  
DONALD C. WAGNER, PERSONNEL DIRECTOR, PERSONNEL DEPARTMENT, CITY OF PHILADELPHIA, PENNSYLVANIA

REPORT BY OFFICE OF PERSONNEL DELEGATE TO THE EASTERN REGIONAL CONFERENCE, CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA, HARTFORD, CONNECTICUT, MAY 5-7.

ACCORDING TO MR. WAGNER, ONE OF THE GENERAL INDICATIONS OF THE EFFECTIVENESS OF A PERSONNEL PROGRAM IS THE FREQUENCY, THE NATURE, THE NUMBER AND THE SOURCE OF COMPLAINTS. SUCH COMPLAINTS MAY BE TRIVIAL, THEY MAY STEM FROM AXES TO GRIND OR THEY MAY BE JUSTIFIED. IF, FOR INSTANCE, OFFICIALS OF A WELL STAFFED AND WELL OPERATING OFFICE ARE CONCERNED WITH THE A MOUNT OF PAPER WORK, DELAYS, RED TAPE, ETC., THE ROOT OF SUCH COMPLAINTS SHOULD BE INVESTIGATED. THE FREQUENCY OF CONTROVERSIAL NEGOTIATIONS AND PUBLIC REACTION TO THE AGENCY ARE OTHER CRITERIA. MR. WAGNER POSED THE FOLLOWING THOUGHT-PROVOKING QUESTIONS: WHAT PROBLEMS ARE INVOLVED WHEN THERE IS NEGATIVE RECRUITING, GRIEVANCES, FAULTY CLASSIFICATION, AND DEPARTMENTAL MIS-UNDERSTANDINGS?...WHAT ARE THE CAUSES OF TURNOVER?...WHAT IS THE QUALITY AND NUMBER OF APPLICANTS?...WHAT PROPORTION OF APPLICANTS PASS THE TESTS AND WHAT PROPORTION FAILS?...DO RECRUITMENT TECHNIQUES APPEAL TO THE SPECIFIC GROUPS AT WHICH THEY ARE AIMED?...FROM WHAT SOURCES ARE THE APPLICANTS?...DO THE DEPARTMENTS DO MORE RECRUITING THAN THE PERSONNEL OFFICE?...WHAT IS THE CORRELATION BETWEEN TEST SCORES AND ON-THE-JOB EFFICIENCY?...WHAT IS THE NUMBER OF REJECTS DURING THE PROBATIONARY PERIOD?...WHAT IS THE TIME LAPSE BETWEEN A NEED AND AN EXAMINATION ANNOUNCEMENT - BETWEEN THE EXAMINATION AND THE PUBLICATION OF AN ELIGIBLE LIST - AND BETWEEN THE PUBLICATION OF THE LIST AND CERTIFICATION?...WHAT SUPERVISORY TRAINING IS AVAILABLE?...ARE THERE UNDERSTUDIES FOR POSITIONS?...WHAT IS THE EMPLOYEE ACCEPTANCE OF MERIT RATINGS?...WHAT IS THE PERCENTAGE OF DISMISSALS AND THE NUMBER OF DISCIPLINARY APPEALS?...WHAT COMPARISON IS MADE OF PROMOTIONAL CANDIDATES AND HOW ARE THE PERFORMANCE RATINGS USED?

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## CREDIT UNION

OUR CREDIT UNION, THE NORTHWEST FEDERAL CREDIT UNION, WILL SHORTLY ISSUE COURTESY CARDS TO ALL NEWLY APPOINTED EMPLOYEES ENTITLING THE RECIPIENT TO CASH CHECKS FOR A PERIOD OF 60 DAYS WITHOUT THE REQUIREMENT FOR MEMBERSHIP IN THE CREDIT UNION.

IT IS HOPED THAT THIS WILL BE A CONVENIENCE TO OUR NEW ASSOCIATES AND ENCOURAGE THEM TO TAKE ADVANTAGE OF ITS SERVICES.

LITERATURE AND MORE DETAILED INFORMATION ON LOANS AND SAVINGS PLANS CAN BE OBTAINED AT EITHER OF THE TWO OFFICES: 1038 I BUILDING OR 145 Q BUILDING.

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AGENCY CASUALTIES

THE INSURANCE AND CLAIMS BRANCH IS VITALLY CONCERNED WITH ALL CIA CASUALTY CASES. THIS AGENCY SUFFERS CASUALTIES IN THE SAME SENSE AS THE MILITARY. IN ADDITION TO THE MANY FAVORABLE ASPECTS OF CIA ASSIGNMENTS, THERE ARE CERTAIN RISKS WHICH ARE PRESENT. WHEN OUR PEOPLE SUFFER INJURY OR ILLNESS AND THEIR SPECIALIZED SERVICES ARE LOST, IT IS NOT DIFFICULT TO SEE THAT FROM BOTH AN EMPLOYEE AND AGENCY POINT OF VIEW THESE PEOPLE ARE CASUALTIES. IT IS OUR DUTY TO MINIMIZE AN EMPLOYEE'S CONCERN OVER THIS PROBLEM AND TO PROTECT HIM IF SOMETHING DOES HAPPEN.

TO FULFILL THIS OBLIGATION, WE MUST ALL BE FAMILIAR WITH WHAT AN EMPLOYEE IS ENTITLED TO IN A CASUALTY SITUATION. IT IS URGED, THEREFORE, THAT ALL PERSONNEL WHO LEARN OF CASUALTIES IMMEDIATELY CONTACT ICB THROUGH ESTABLISHED CHANNELS. IT WILL THEN BE ICB'S RESPONSIBILITY TO TAKE APPROPRIATE ACTION TO INSURE THAT THE "CASUALTY" OBTAINS EVERY BENEFIT. THE INSURANCE AND CLAIMS BRANCH IS PREPARED TO OFFER TECHNICAL ASSISTANCE AND ADVICE IN ALL SUCH CASES.

RECENT DEATH CASES AND PARTICULARLY TROUBLESOME EMERGENCY ILLNESS SITUATIONS IN OVERSEAS AREAS HAVE STRENGTHENED PERSONNEL'S ROLE IN CONTROLLING THE VARIOUS ADMINISTRATIVE ASPECTS OF A CASUALTY SITUATION. THE LEGISLATED BENEFITS WHICH ARE AVAILABLE, THE ASSISTANCE WHICH WE CAN PROVIDE, THE MACHINERY IS ALWAYS PRIMED FOR ACTION, ALL FAIL IN EFFECTIVENESS AND UTILITY UNLESS A CASE IS BROUGHT TO ICB'S ATTENTION.

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PUBLIC LAW 53 (CONTINUED FROM PAGE 1)

HOW ABOUT RETIRED PAY? RETIRED OFFICERS IN CATEGORIES A, AND B, MUST ELECT TO FORFEIT EITHER RETIRED PAY OR CIVILIAN PAY FOR THE DURATION OF FEDERAL CIVILIAN EMPLOYMENT. OFFICERS IN CATEGORY C, ARE PERMITTED TO RETAIN BOTH RETIRED PAY AND THE PAY OF THE CIVILIAN JOB. ARE THERE 15 SEPARATE "SLOTS"? NO. PL53 AUTHORIZED THE DOI TO APPOINT THE 15, UTILIZING SLOTS WITHIN EXISTING TABLES OF ORGANIZATION. WHO MAINTAINS THE RECORDS ON PL53 USE? THE EXECUTIVE OFFICER, OFFICE OF PERSONNEL.

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EDITOR'S NOTE

IT IS OUR INTENTION TO PROVIDE SPACE IN THE NEXT EDITION FOR A "LETTER TO THE EDITOR" COLUMN. WE ARE DOING THIS TO GIVE YOU, THE READER, AN OPPORTUNITY TO CONTRIBUTE ARTICLES WHICH ARE CONSTRUCTIVE, INTERESTING AND PERTINENT TO PERSONNEL ACTIVITIES WITHIN THIS AGENCY.

YOU ARE NOT ONLY THE "CUSTOMER" BUT ALSO THE "PRODUCER" OF THIS NEWSLETTER. ITS EXISTENCE DEPENDS UPON YOUR ACTIVE SUPPORT. THE REVERSE SIDE OF THIS PAGE HAS BEEN PREPARED FOR YOUR CONVENIENCE.

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CALENDAR OF EVENTS

JUNE 3 - FRIDAY - INDUSTRIAL SECURITY CONFERENCE SPONSORED BY DISTRICT OF COLUMBIA APSA AND IRRRA, WILLARD HOTEL 9 A.M. TO 5 P.M. (FOR DETAILS CALL [REDACTED] X2144) 25X1A9a

JUNE 9 - THURSDAY - CIVIL SERVICE ASSEMBLY LUNCHEON MEETING, ELECTION OF OFFICERS, GUEST SPEAKER 'PUBLIC SERVICE IN EVENT OF ATTACK' - 12 NOON - \$1.50. AAUW, 1634 1 ST. N. W. - RESERVATIONS [REDACTED] X2144 25X1A9a

JUNE 10, 11, 12 - THIRD CONFERENCE IN EXECUTIVE DEVELOPMENT SPONSORED BY SPA - PROGRAM CHAIRMAN: JOHN J. COSSON, CARVEL HALL, ANNAPOLIS, MD. CALL [REDACTED] X611 25X1A9a

JUNE 21 - TUESDAY - SPA GRIDIRON (FUN NITE) DINNER - BARKER HALL, YWCA, 6:30 P.M. - FOR RESERVATIONS CALL [REDACTED] X2144 25X1A9a

JUNE 28 - TUESDAY - SOCIETY FOR ADVANCEMENT OF MANAGEMENT - DINNER SOCIAL - CLUB STUDIO, 2100 MASSACHUSETTS AVE., N. W. - \$1.75 RESERVATIONS - MISS [REDACTED] CODE 174, X744, [REDACTED] X2144. 25X1A9a

25X1A9a

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SPEAKING OF BREVITY....

MR. CHURCHILL REQUESTS A WRITTEN REPORT

- EXCERPT FROM A COMMUNICATION OF THE RIGHT HONORABLE WINSTON CHURCHILL, PRIME MINISTER, TO LIEUTENANT GENERAL SIR HASTINGS ISMAI, FOR THE BRITISH CHIEF OF STAFFS COMMITTEE, 23 NOVEMBER 1941 -

"LET ME HAVE A TIME-TABLE ON ONE SHEET OF PAPER OF WHAT THE NAVY WILL DO ON EACH DAY FROM THE ALERT+ ON DAY 1 TO DAY 20, AND WHAT FORCES WILL BE AT HAND."

+ FOR A GERMAN INVASION OF BRITAIN.

MEMORANDUM FOR: TRAINING OFFICER, OFFICE OF PERSONNEL, ROOM 249, CURIE HALL

FROM:

SUBJECT: COMMENTS/ARTICLES FOR "PERSONNEL INFORMATION LETTER"

1. I LIKED BEST THE ARTICLE ENTITLED \_\_\_\_\_.
2. I WOULD LIKE TO SEE FUTURE ARTICLES ON \_\_\_\_\_.
3. PLEASE CONSIDER FOR PUBLICATION:  
☐ A. MY ARTICLE ON \_\_\_\_\_ THAT BEGINS BELOW.  
☐ B. MY "LETTER TO THE EDITOR".

(USE THIS SPACE AND EXTRA PAGES AS DESIRED)